

Eliciting Actual Business Requirements



Tony Etherington PMP, CBAP
Project Manager/Business Analyst
Montana Department of Transportation

Defining the Essence of the Business First

Eliciting Actual Business Requirements
versus 'Wants' and Technical
Requirements



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Project Manager/Business Analyst
Montana Department of Transportation

- Define Business Requirements
- Align Business Requirements with Business Capabilities
- Define a Requirements Lifecycle



Let's Remodel A House?

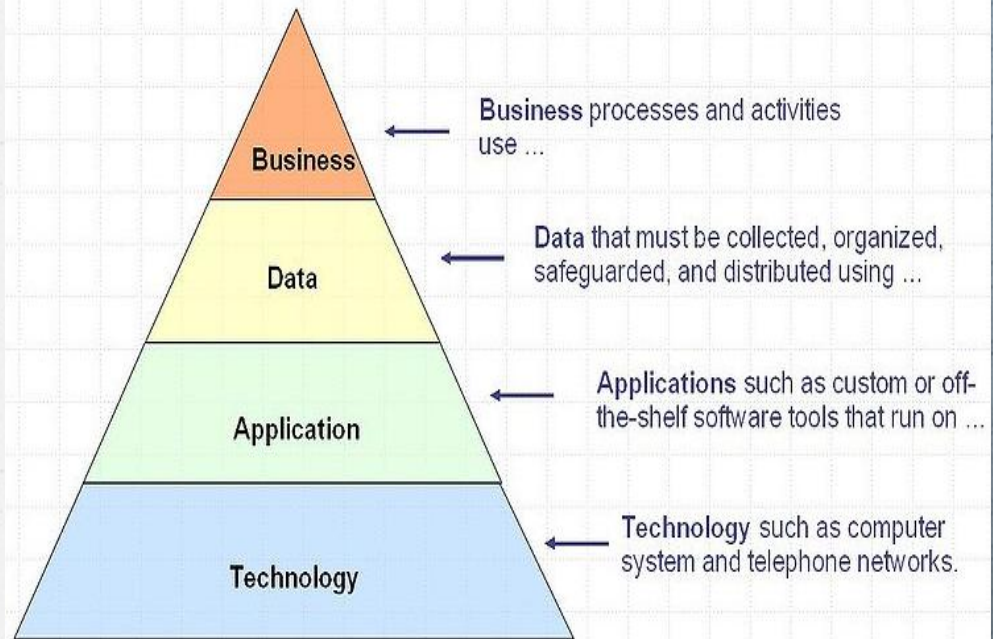
- Current Design and Plans
- Desired Design and Plans



Business Architecture

Business Architecture contains

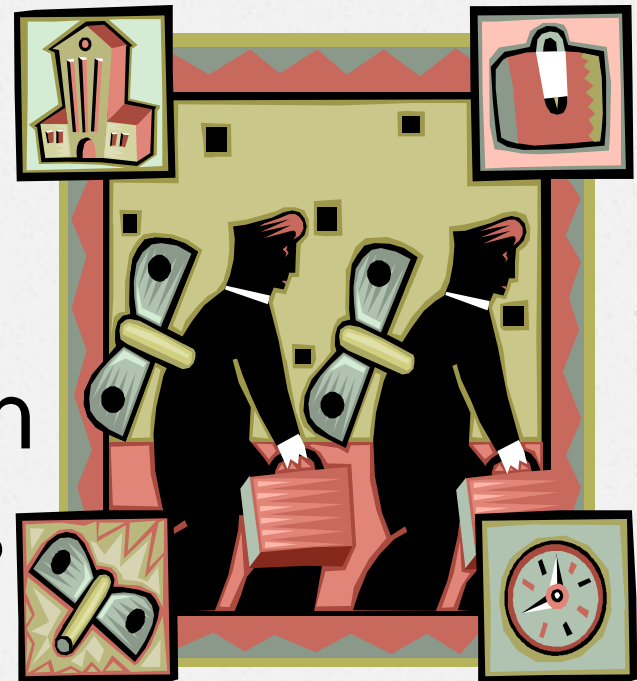
- processes
- rules
- information
- people
- applications
- Technology



That define the current state

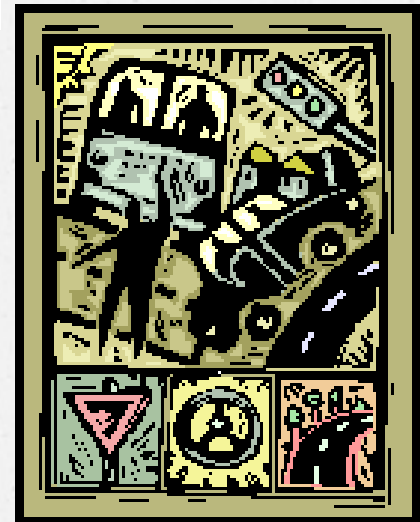
Changes in IT Supports Changes in Business

- Automate business processes
- Improve efficiency in business processes



Requirements come from

- People
- Processes
- Information
- Rules



Types of Business Requirements

- Business Requirements
- Stakeholder Requirements
- Solution Requirements



Business Requirement

- Business Need
- Business Problem
- Business Opportunity



Stakeholder Requirement

- What the stakeholder(s) need
- Bridge between Business & Solution Requirements



Solution Requirement

- Meets the business and stakeholder requirements.
- Subdivided into functional and non-functional requirements.



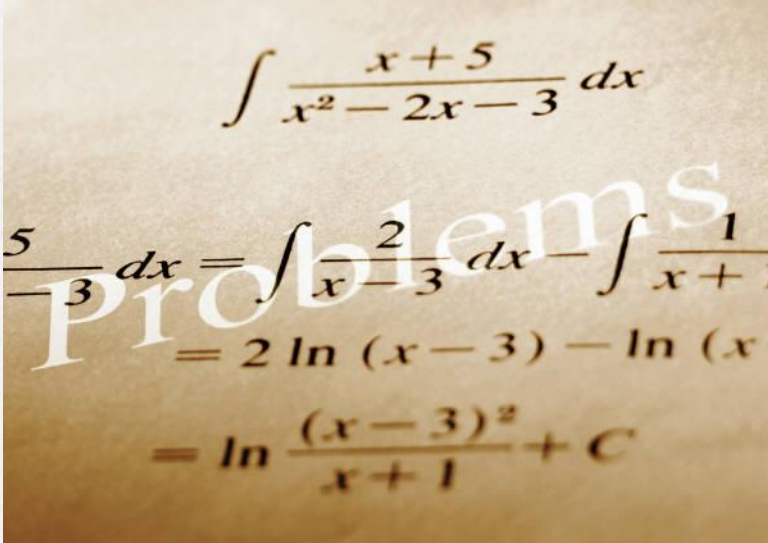
Requirements Align with Business Capabilities

- Define the problem or opportunity
- Document the current state
- Identify the desired state
- Define what is needed to achieve the desired state



Define the Problem or Opportunity

- What is happening today
- What is the true problem


$$\begin{aligned} & \int \frac{x+5}{x^2-2x-3} dx \\ & \frac{5}{-3} dx = \int \frac{2}{x-3} dx - \int \frac{1}{x+1} dx \\ & = 2 \ln(x-3) - \ln(x+1) \\ & = \ln \frac{(x-3)^2}{x+1} + C \end{aligned}$$

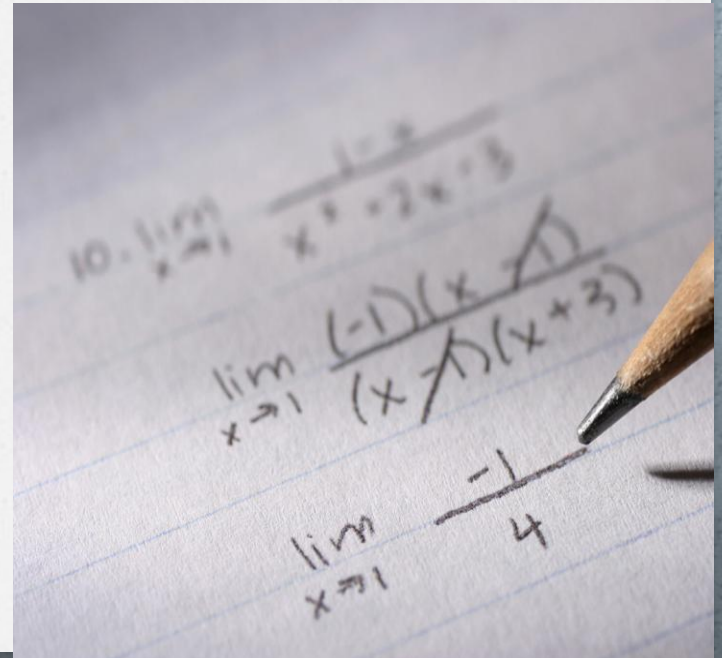
Document the current state

- o Current Organizational Structure
- o Current Processes
- o Current Information
- o Current Business Rules



Identify the desired state

- Where do we want to be
- Determine possible solutions
- Select best solution
- Develop Business Case



Define Desired State

o **What** is needed in relationship to:

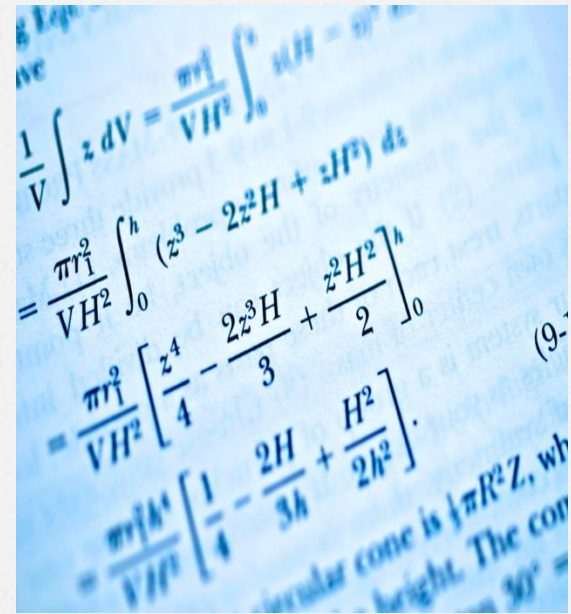
o People

o Processes

o Information

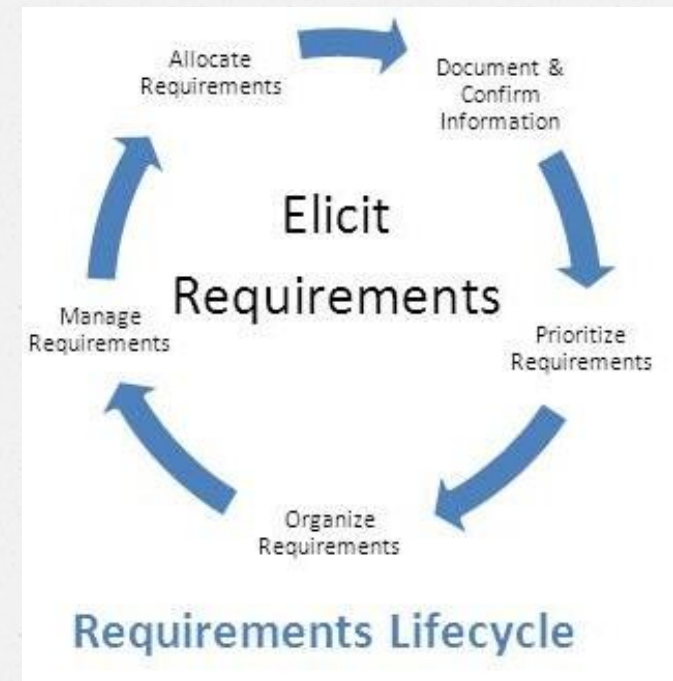
o Technology

o To achieve the desired state



Business Requirements Lifecycle

- Document & Confirm Information
- Prioritize Requirements
- Organize Requirements
- Manage Requirements
- Allocate Requirements



Document & Confirm Requirements

- o Document processes
- o Document rules
- o Document data
- o Confirm requirements



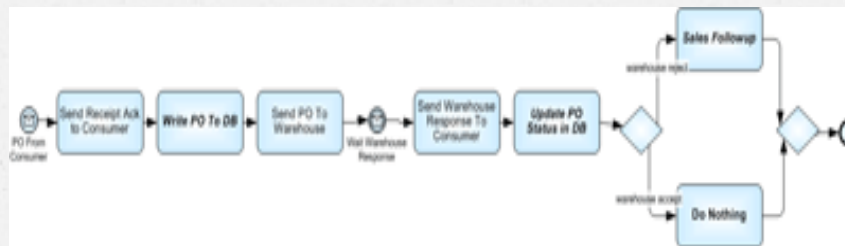
Prioritize Requirements

- o Determine the relative importance of requirements
- o Based on relative value, risk, difficulty of implementation etc...
- o Determine which requirements should be implemented



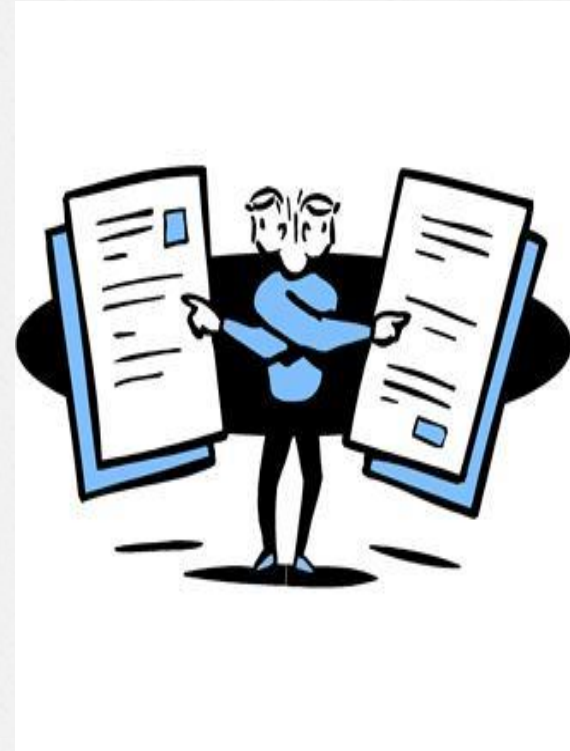
Organize requirements

- Specify and Model Requirements
- Identify Interrelationships and Dependencies
- Verify Requirements
- Validate Requirements



Manage requirements

- Manage Requirements Traceability
- Maintain Requirements of Reuse
- Prepare Requirements Package
- Communicate Requirements for Approval



Allocate requirements

- o Assign Stakeholder and Solution Requirements to:
 - o Technical or Design Components
 - o Organization Changes
 - o Process Changes



Differences between Requirements

- Business Requirements define **what** is needed to solve the problem
- Technical Requirements define **how** the solution will solve the problem



Recap

- Defined Business, Stakeholder and Solution Requirements
- Aligned business requirements with Business Capabilities
- Defined a requirements lifecycle



Questions?



THANK YOU



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- o PDU Title and Code:
 - o 2011 Montana State IT Conference
 - o IT2011
 - o Category A (Registered Education Provider)

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